

Section 4 - C: Corporate and Managed Services

October Committee

Table 3: Revenue - Overview

Budget Period: 2018-19 to 2022-23

Detailed Plans	Outline Plans
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Ref	Title	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Description
1	OPENING GROSS EXPENDITURE	26,602	16,120	788	-11,601	-11,536	
C/R.1.001	Base Adjustments	2,431	-	-	-	-	Adjustment for permanent changes to base budget from decisions made in 2017-18.
1.999	REVISED OPENING GROSS EXPENDITURE	29,033	16,120	788	-11,601	-11,536	
2	INFLATION						
C/R.2.001	Inflation	279	128	138	138	138	Some County Council services have higher rates of inflation than the national level. For example, this is due to factors such as increasing running costs of Council properties. This overall figure comes from an assessment of likely inflation in all Corporate services. Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures.
2.999	Subtotal Inflation	279	128	138	138	138	
3	DEMOGRAPHY AND DEMAND						
3.999	Subtotal Demography and Demand	-	-	-	-	-	
4	PRESSURES						
C/R.4.008	Contract mitigation	-	2,000	-	-	-	- The Transformation Programme includes some significant savings through contract renegotiation across the Council. These savings represent best case scenarios and as such a mitigating pressure has been included.
C/R.4.010	Impact of National Living Wage (NLW) on CCC Employee Costs	-	1	4	4	-	- The cost impact of the introduction of the National Living Wage (NLW) on directly employed CCC staff is minimal, due to a low number of staff being paid below the proposed NLW rates.
C/R.4.011	Commercial approach to contract management	340	-	-	-	-	- A savings target of £500k was put forward in the 17/18 Business plan to review all the contracts that the council has. The focus was to be on contract management through improved commissioning and procurement. However most of the major contracts are already being reviewed and are part of other savings proposals in the business plan, so the opportunities to achieve this saving have reduced.
C/R.4.012	Inflationary and Contractual Pressures	-	-	-	3,000	-	0
4.999	Subtotal Pressures	340	2,001	4	3,004	-	
5	INVESTMENTS						
C/R.5.900	Reversal of 17-18 Transformation Fund Investments	-6,238	-1,608	-38	-	-	- Transformation funded projects are provided with investments for 1-3 years in order to deliver ongoing savings. This is the reversal of the investment for schemes funded in 2017-18.
C/R.5.953	City Deal Revenue Costs	-268	-30	-	-	-	It is anticipated that further transformation funds will come through for funding in 2018-19. - City Deal revenue costs funded by the growth in New Homes Bonus, revised following a reduction in the number of payment years

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C/R.5.954	Wisbech Community Led Local Development (CLLD) Fund	-	-	-	-	-21	The Council's financial contribution to the administration of the Wisbech CLLD Fund, unlocking an overall Fund of £2.1m for investment in Wisbech's communities
5.999	Subtotal Investments	-6,506	-1,638	-38	-	-21	
6	SAVINGS GPC						
C/R.6.101	Shared Arrangements with Peterborough City Council	-300	-	-	-	-	- We are continuing to explore further opportunities to share activities and costs and learn from one another's best practice with Peterborough City Council
C/R.6.102	Organisational Review	-800	-	-	-	-	- Review of organisational arrangements in a range of areas - a number of different streams including reviewing spans of management control in service structures, amendments to terms and conditions for staff and managing expenditure on business mileage
C/R.6.103	Automation	-500	-	-	-	-	- Savings to made by identifying functions and processes which have the potential to be automated - creating a reduced need for manual processes and therefore a staffing requirement. This will include some areas already identified through the Digital First business case as well as further schemes. Areas where automation potential has been identified include those shown below but more will be identified: - Training - with a move to e-learning - Elements of Education Transport Processes - Element of the schools admission process
C/R.6.105	Citizen First, Digital First - Surplus to repayment of financing costs	134	-165	-24	3	-	- Repayment of the debt charges resulting from borrowing to invest and enable the delivery of the Citizen First, Digital First strategy.
C/R.6.106	Reduction in costs on Redundancy, Pensions & Injury budget	-10	-10	-10	-	-	- Reduction in costs on Redundancy, Pensions & Injury budget, held within Corporate Services.
C/R.6.107	Capitalisation of Redundancies	-	1,000	-	-	-	- Using the flexibility of capital receipts direction to fund redundancies from capital instead of being funded by revenue.
C/R.6.109	Capitalisation of the Transformation team	-	1,293	-	-	-	- Using the flexibility of capital receipts direction to fund the transformation team from capital instead of being funded by revenue.
C/R.6.201	C&P Shared Property Services	-100	-	-	-	-	- As we move more towards sharing assets with partners there might be an opportunity to create a single property service across all Cambridgeshire partners including the joint commissioning contracts. This would have economies of scale, shared expertise etc. This would also help to enable the move to public sector buildings being used for all public sector services and break down some of the barriers of 'working in each other's buildings'
6.999	Subtotal Savings	-1,576	2,118	-34	3	-	
	UNIDENTIFIED SAVINGS TO BALANCE BUDGET	-5,450	-17,941	-12,459	-3,080	-5,660	

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	TOTAL GROSS EXPENDITURE	16,120	788	-11,601	-11,536	-17,079	
7	FEES, CHARGES & RING-FENCED GRANTS						
C/R.7.001	Previous year's fees, charges & ring-fenced grants	-1,263	-1,348	-1,152	-1,157	-1,162	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.
C/R.7.002	Increase in fees, charges & ring-fenced grants	-	-	-	-	-	Adjustment for changes to fees, charges & ring-fenced grants reflecting decisions made in 2016-17.
C/R.7.003	Fees and charges inflation	-5	-5	-5	-5	-5	Uplift in external charges to reflect inflation pressures on the costs of services.
C/R.7.102	Changes to fees & charges Review of Fees and Charges Policy - ensuring full cost recovery	-80	-	-	-	-	Exploring the potential to review our policy and approach to fees and charges - in particular ensuring that the true full cost of delivery (including all overheads) has been captured in calculating the maximum charge we are allowed to apply.
C/R.7.201	Changes to ring-fenced grants Change in Public Health Grant	-	201	-	-	-	Change in ring-fenced Public Health grant to reflect treatment as a corporate grant from 2019-20 due to removal of ring-fence.
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-1,348	-1,152	-1,157	-1,162	-1,167	
	TOTAL NET EXPENDITURE	14,772	-364	-12,758	-12,698	-18,246	

FUNDING SOURCES							
8	FUNDING OF GROSS EXPENDITURE						
C/R.8.001	Budget Allocation	-14,772	364	12,758	12,698	18,246	Net spend funded from general grants, business rates and Council Tax.
C/R.8.002	Public Health Grant	-201	-	-	-	-	Funding transferred to Service areas where the management of Public Health functions will be undertaken by other County Council officers, rather than directly by the Public Health Team.
C/R.8.003	Fees & Charges	-1,147	-1,152	-1,157	-1,162	-1,167	Fees and charges for the provision of services.
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-16,120	-788	11,601	11,536	17,079	